CHAPTER 6: DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The present research work highlights the importance of HRM Practices on Organizational Commitment of bank officials. It validates the same with Banking Industry that includes the warp and weft of Public sector and Private sector banks. The present chapter discusses the major findings, conclusions and recommendations. The researcher has succeeded to draw certain logical findings of the present study on the strength of analysis and interpretation. The major findings which emerged from the study are presented in the light of various objectives and subsequently appropriate recommendations are made.

6.1 PROLOGUE

Banks in the modern sense originated in 18th century. Indian banking sector is mature in the products and services and owns transparent balance sheet. Banks in India are under the regulatory authority of Reserve Bank of India. The banking regulation act of 1949 has empowered RBI to regulate, control and inspect the banks. By 1960’s Indian banks started playing a big role in the Indian economy and employed large no. of people. As a result, in 1969 Govt. nationalized 14 banks except State Bank of India. These banks consist of about 85% of the total bank deposits of the country. In early 1990’s under the liberalization policy, RBI licensed small no. of private banks. This step has revitalized the complete banking sector; as a result, banks started emphasizing more on retail banking, mortgages and investment services.

In the present research work, six banks were taken including three from Public sector banks and three from Private sector banks. SBI, PNB and CBI were taken from Public sector banks and AXIS, ICICI and HDFC bank were taken from Private sector banks.

The introduction of IT revolutionized Indian banking sector, by introducing online banking, ATMs, credit cards etc. Technological advancement and organizational change have progressively led employers to the realization that success depends on the skills and abilities of their employees, which can only be ensured through effective human resource management practices. Also, HRM Practices are more important in service sector as compared to manufacturing sector because in service
sector there is a direct contact between employees and customers. So, banking sector must strive for providing better services to the customer with a smile in order to cultivate and maintain long lasting relationship with their customers. Thus, when employees are satisfied, only then employees can satisfy their customers.

HRM Practices are considered as most important source of success by the organizations. HRM Practices helps in utilizing all the resources properly, which ultimately increases the productivity of the organization and lessens the cost with an increased profit. Thus, it will helps in providing better compensation to employees which will ultimately increases the job satisfaction and commitment of employees. To survive in the era of fierce competition, industrial enterprises need to create sustainable competitive advantage based on human resource management practices. Talented employees are an important source of competitive advantage for firms and progressive organizations have started treating their employees as an asset.

A number of researchers argues that the use of high performance work practices, including comprehensive employee recruitment and selection procedures, incentive compensation and performance management systems and extensive employee involvement and training can improve the knowledge, skills and abilities of a firm’s current and potential employees, also increases their motivation, reduce their shirking and enhance retention of quality employees.

In the present study, researcher has taken five HRM Practices namely Recruitment and Selection, Training and Development, Compensation, Promotion and Transfers, Welfare practices.

Recruitment and Selection helps in attaining competitive advantage. Training leads to improved knowledge, skills, abilities, attitudes, and behavior of employees that ultimately enhance excellent financial and non-financial benefits. Compensation especially when paid according to the qualification, talent and performance, helps in increasing the performance of the organization. Promotion granted to employees increases the satisfaction towards their career upliftment. Employees should be rewarded for hard work. Proper leave should be allotted to employees as per their requirements. Flexible working hours should be allotted to employees for emphasizing less on face value and more emphasis on work outcome should be given
to increase the organizational commitment of employees (Bashir sajid, 2008)

It is well known fact that dedicated and committed employees are helpful to organization in achieving any type of challenging goal. Organizations are also trying to retain most talented and committed staff.

Commitment is employee’s long term relation and intention to stay in the organization for achieving the goals and objectives of the organization.

The success of an organization depends on the commitment level of the employees in the organization. Commitment is the level of concern and attachment of employees towards their organization. Employee commitments together with competitive workforce are important for good quality productivity. Organizations should pursue high commitment approach to survive.

Thus, in the present research work, the relationship of HRM Practices with Organizational Commitment was analyzed in the service sector i.e. Banking Industry with a comparative analysis of Public sector and Private sector banks. Both the sectors work under different management imperatives as Public sector banks are owned by Govt. of India and Private sector banks works under RBI’s liberalization policy. Also from literature review, it was justified that different sectors were explored independently on HRM Practices or Organizational Commitment but very rare studies were found in Indian Banking Sector with comparative analysis by taking both the variables.

As a result, the research topic was framed as ‘Organizational Commitment and Human Resource Management Practices in Indian Banking Sector (A Comparative Study)’.

6.2 DISCUSSIONS OF FINDINGS

6.2.1 ORGANIZATIONAL COMMITMENT IN PUBLIC AND PRIVATE SECTOR BANKS

In the present study, Organizational Commitment was studied in both Public and Private banks. It is the psychological attachment of the individual towards the organization. Organizational commitment in the research work was studied on the scale of Meyer and Allen, based on three components namely Affective commitment,
Continuous commitment and Normative commitment. Sowmya K.R. et al (2011) suggests that Public and Private sector banks of India can increase the Organizational Commitment of employees by introducing various needful HRM practices related to employees.

In **Public sector banks**, Affective commitment is high, followed by Continuous commitment and then Normative Commitment. The results of the present study are consistent with the results of Zaitouni Michel, 2011, as in Quait Banks also, the Affective commitment of employees is high due to job security, fair pay packages followed by Continuous Commitment due to cost bear by them to leave the organization.

In **Private sector banks**, Affective commitment was found high among bank officials followed by Normative Commitment and then Continuous Commitment. The present research is partially in favour of previous research as Adenguga R. Alaba (2013) also concluded that Affective commitment was high among employees in private organizations.

Hence, there is not a significant difference in the Affective commitment of officers in Public and Private Banks but significant difference was found in Continuous commitment and Normative commitment. Continuous commitment is high in Public banks as officers perceive high cost of leaving the organization. Normative commitment is high in Private Banks as compared to Continuous commitment because bank officials may perceive some feeling of obligation in leaving the organization. The present findings are consistent with the findings of other researchers also. Shrivastava Arunima et al (2009) studied the satisfaction of employees in Public and Private banks of India and found that private sector bank employees perceive greater satisfaction with pay, social and growth aspects of job as compared to public sector bank employees. On the other hand, public sector bank employees have expressed greater satisfaction with job security as compared to private sector bank employees.

**6.2.2 PERCEIVED HRM PRACTICES IN PUBLIC AND PRIVATE SECTOR BANKS**

Mainly five HRM Practices namely Recruitment and Selection, Training, Compensation, Promotion and Transfer, Welfare schemes were studied in the present research work and due to the fulfillment of various reasons and purposes; different
methods of HRM Practices are followed in Public and Private Banks of India. To analyze the effectiveness of method of various HRM Practices, mean score along with skewness and kurtosis were used.

- **HRM Practices in Public Sector Banks**

  In Public sector banks, various HRM Practices were discussed and results were evaluated thereof.

  In Public sector banks, **Recruitment** method followed includes Advertisement and Employment Exchange according to the survey. In regard to it, Interview method, Psychometric test, Written test and Group discussion are the different methods used by the Public sector banks for the final **Selection** of officers.

  **Training** also plays a very important role in the upliftment of the career of employees and also to meet the competitive needs of the organization. From the survey, it was revealed that officers are selected for the training by the HR Department or according to the Performance Appraisal, if the employees are not performing well. Training is also provided to officers at the time of Promotion in order to make the employee friendly with the new task being allotted to him. Nomination from senior management also plays a very important role in the selection of officers for training.

  **Compensation** is the main centre of attraction for every employee. In Public sector banks, compensation to the officers is paid according to their Seniority and Competency both. Similar is the case with **Promotion** practices, as officers in public sector banks are promoted on the basis of merit and seniority. In regard to it, Organizational requirement, Employee needs, Utilization of employees in a better way, Versatility of employees, Adjustment of work force and Provide relief are the different methods of transferring officers from one place to other place in Public Banks. However, it is found in the study that **transfers** are not done for the purpose of punishing officers.

  For internal safety and security of officials, Public banks follow Safety posters, safety week, safety policies, safety inspection, safety audits as the main methods for ensuring safety. Workplace hazards, Hygienic condition and Healthy lifestyle are the main methods of ensuring health to their officers. Quality circles, suggestion box,
committees and line managers are the different measures followed by Public banks to encourage suggestion from officers. Also, they follow exit policy in their banks. Exit policy implemented in Public banks is appropriate and officers are satisfied with the exit policy being implemented in Public banks.

To study the effectiveness of different HRM Practices in Public banks, the overall perception of officers were taken and it was found that Overall bank officials are satisfied with the Recruitment and Selection methods. Officers in Public banks are also satisfied with the Training method followed. Also, they are satisfied with the method of Promotion and transfer as well. Suggestion scheme is also appropriate according to bank officials. Also, Exit policy followed in their banks are effective.

HRM Practices in Private Sector Banks

In Private Banks, similar HRM Practices were studied and opinions of officers were taken.

Advertisement, Campus recruitment and Walk-in are the different methods of Recruitment followed by Private Banks. Interviews, Psychometric tests, written tests and group discussions are the methods of Selection followed by Private Banks.

Training and Development also plays a pivotal role in the career of officers and through survey, it was revealed from the result that bank officials are selected for the training according to the HR Department or if the employees are not performing well according to the Performance Appraisal. Training is also provided to officers at the time of Promotion in order to make the employees friendly with the new task being allotted to them. Nomination from senior management also plays a very important role in the selection of officers for providing training to them.

Unlike Public banks, Private Banks Compensate their officers in accordance to their Competency skills. Thus, it is clear from the views of the bank officials that those who will perform better, will be able to earn more. Also, a skillful person will be compensated more as compared to a less skilled or non-performing employee.

Promotion of officers in Private Banks is on the basis of merit and seniority both. In regard to it bank officials are transferred to other places in order to adjust work force, according to organizational requirements, if needed by the employees, versatility of
employees and also to utilize employees better. Thus, these are the different methods followed in Private sector banks to transfer their officers.

However, safety posters, safety weeks, safety policies, safety inspection and safety audit are the different safety methods followed by private banks for their officers. Workplace hazards, Hygienic condition and Healthy lifestyle are the main methods of ensuring health to their officers. Quality circle, suggestion box, Committees and line manager are the different methods of providing empowerment to officers in Private banks. Exit policy also plays an important role in the life of bank officials whereas in Private sector banks, they are satisfied with the effectiveness of Exit policy. Leblebici Demet in 2012 conducted a research to study the impact of workplace quality on employees productivity. The data was collected from the banks of turkey and found that there is a relationship between office environment and productivity of employees. It is the comfort level that has the significant impact on the performance level of employees than office layout.

Overall, bank officials feel that Recruitment and Selection method followed in Private Banks are appropriate and they are satisfied with the methods followed in their banks. They also show their consent towards Training method followed in their banks. Majority of officers are in favour of the appropriateness of Promotion policy followed in their banks. Transfer policy is also followed in the banks and officers are satisfied with the purpose behind and methods followed by the banks. Also, bank officials are satisfied with the suggestion scheme followed by banks. Also, Exit policy followed in private banks are effective.

6.2.3 RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND PERCEIVED HRM PRACTICES IN PUBLIC AND PRIVATE SECTOR BANKS

The present study brings out the fact that appropriate HRM Practices provide an essential springboard for enhancing the Commitment level of the Officers in Banks. Appropriate Practices in HR are subjective. To study the appropriateness of the HR Practices, an attempt was made to identify the relationship between HRM Practices and Organizational Commitment of officers in Public and Private Sector Banks.
Relationship between Organizational Commitment and Perceived HRM Practices in Public Sector Banks

In Public sector banks, the relationships of HRM Practices with Organizational Commitment of officers were discussed and to test this, ‘Analysis of variance for multivariate’ test was applied and results were evaluated.

Recruitment and Selection shows a positive and significant relationship with Commitment level of officers in Public Banks. The studies are consistent with the studies of Nadia Newaz Rimi et al in 2013 that highly committed recruitment methods are significantly related to organizational commitment of employees. Survey from the employees of Public sector organizations of Pakistan namely Pakistan Telecom Authority, National Electric Power Regulatory Authority and Securities and Exchange Commission indicates that recruitment method increases the organizational commitment of employees (Rehman Safdar, 2012).

In other context, Training does not show any significant relation with Organizational Commitment. The results are consistent with previous researches. Alexander Newman et al conducted a research to study the Impact of Employee Perceptions of Training on Organizational Commitment and Turnover Intentions. The research was conducted among Multinational companies of service sector in China and found that there is no significant relation between organizational commitment and training provided to employees.

Compensation shows a positive and significant relation with Organizational Commitment of officers in Public banks. There is positive relation between compensation and organizational commitment of employees in Srilankan Public sector banks (Rathnaweerage Raigama Rathnawerera Neelamani Thanuja, 2008). Dr. Nawab Samina et al, 2011 conducted a similar research among University faculty members of Higher Education Commission to study the effect of compensation on Organizational commitment of faculty members. From the result, authors have concluded that Compensation shows a significant positive association with Organizational commitment of employees.

Promotion methods of Public sector organizations are positively and significantly related to organizational commitment of officers. Similar research also shows the
corresponding results. Zulfqar Ahmad Bowra et al, 2012 conducted a research among employees of public and private banks of Pakistan to study the impact of Promotion on Organizational commitment of employees. The study found that there is significant and positive relation between both. In contrast to it, Transfer does not show any significant relation with Organizational commitment of employees.

Among welfare practices, safety and health also doesn’t show any significant relation with organizational commitment of officers but suggestion schemes shows a significant and positive relation with Organizational Commitment of officers in Public Banks. The study is consistent with the findings of Rathnaweerage Raigama Rathnawerera Neelamani Thanuja, (2008) that social benefits and employee involvement in decision making are positively related to Organizational commitment of employees in Srilankan Public sector banks. Jaja Seth Accra et al in 2013 conducted a research among the workers of Nigerian banking industry and found that there is positive and significant relationship between suggestion scheme and organizational commitment of employees.

➢ Relationship between Organizational Commitment and Perceived HRM Practices in Private Banks

The relationship of HRM Practices and Organizational Commitment was discussed in Private Banks as well and the views of officers are similar in some cases and different in some other cases as compared to Public Banks. Recruitment and Selection in Private Banks doesn’t show any significant relation with Organizational Commitment of officers.

Training and Development in contrast shows a positive and significant relation with Commitment of officers in Private Banks. A number of studies demonstrate that training provision leads to improvements in organizational commitment. Training and Development shows a positive and significant relation with Organizational commitment of employees in Pakistan Banks (Riaz Amir et al, 2013). Mani A. et al in 2012 also found that employees in Private sector banks feel that training provided to them is better as it involves more use of advanced technology. Authors have reached to the conclusion that training shows a positive and significant relation with organizational commitment of employees in Private banks.
Also, Compensation shows a significant and positive relationship with Organizational Commitment of officers in Private sector banks. Ogunleye P.O et al in 2013 shows positive relationship of pay and organizational commitment among employees in Nigerian banks. Rozila Ahmad (2013) conducted a research from hotel managerial employees in three, four and five-star hotels of Langkawi Island to study the effect of compensation on organizational commitment. It was found that there is a significant and positive relationship between compensation method and organizational commitment.

But both Promotion and Transfer policy in Private banks doesn’t show any significant relation with Organizational Commitment of officers. Among welfare practices, safety and health shows a positive and significant relation with organizational commitment of officers in Private banks. Ogunleye P.O et al in 2013 also found in his research that working conditions also shows positive and significant relation with organizational commitment of employees in Nigerian banks. Like public sector banks, Suggestion scheme shows positive and significant relation with Organizational commitment of employees. The study is consistent with the results of Bhatti Komal Khalid et al in 2011, who analysed that direct participation of employees on organizational commitment of employees in Banking sector of Pakistan and U.S shows a positive and significant relationship with each other. Information sharing also increases the organizational commitment among employees (Zaitouni Michel et al, 2011). There is positive and significant relation between decision making power and employee satisfaction in Private sector Commercial Bangladesh Banks (Rahman Sarker Md. Atiqur).

➢ Thus, it can be concluded that Recruitment and Selection in Public bank, shows a positive relation with Organizational Commitment whereas it doesn’t show any positive relation in Private Banks. Training and Development in Public banks doesn’t show any significant relation with organizational commitment but in Private Banks, it shows a significant relation. Compensation is the factor which in Public as well as Private banks shows a significant relation with Organizational Commitment of officers. Promotion in Public banks shows a significant relation with Commitment but the situation is opposite in Private Banks whereas Transfer in both Public and Private Banks
doesn’t show any significant relation with Commitment. In Public Banks, safety and health doesn’t show any significance but in Private Banks, they show a positive significance, in contrast to it, Suggestion schemes in both the sectors shows a positive significance.

The above results partially proved the H1 hypothesis designed as in the hypothesis it was expected that there is positive relation between Organizational Commitment and Perceived HRM Practices in selected Public and Private Banks of India. It was observed that except few HRM Practices all other HRM Practices shows significant and positive relationship with Organizational Commitment of officers in Public sector and Private sector banks.

6.2.4 TO COMPARE ORGANIZATIONAL COMMITMENT AND PERCEIVED HRM PRACTICES IN PUBLIC AND PRIVATE SECTOR BANKS

In order to study if there is any significant association in the Organizational Commitment and HRM Practices in Public and Private Banks, Chi square test was applied and results were evaluated.

Organizational Commitment in Public and Private Banks, shows no significant association, as after Affective commitment, Continuous commitment is high among the officers of Public sector banks and Normative commitment is high among the officers of Private sector banks. Results of Chi Square are also supported by the results of mean, skewness and kurtosis.

The results also prove the H2 hypothesis designed, as it was expected that Organizational Commitment of Officers is likely to differ in selected Public and Private Banks of India. The current research proved otherwise. From the results, it was found that Continuous commitment is high in Public banks as compared to Private banks while in Private banks Normative commitment is high as compared to Public banks. Although, the results of the study didn’t show much significant difference in regard to Affective Commitment of officers in both the sectors.

Among HRM Practices, Recruitment method used by Public and Private Banks are not much similar and no significant association was found in both the sectors. Kumar Yogesh & Mishra A.K. (2011) conducted a survey among the employees of Public sector and Private sector organizations to study if there is any significant difference in
the HRM Practices followed by both the banks. Results found that there is significant difference in the recruitment methods followed by both the sectors. Selection methods in Public and Private sector banks show a significant association.

Also, the Training and Development methods used by both Public and Private banks shows an association and no difference was found in methods adopted by both the sectors. Karthikeyan K. et al in 2010 conducted research to study the impact of training in Indian Banking sector and also to study if there is any significant difference in training methods adopted by both Public and Private banks in the study. Data was collected from three public sector and three private sector banks. It was found that training provided to employees in Indian banking sector increases the growth of the banks and also there is no significant difference in the training methods followed by both public and private sector banks.

Apart from above mentioned practices, Compensation management shows no significant association in Public and Private sector banks. The results are consistent with other similar researches as Dr. Sharma Renu (2013) conducted a survey among managerial level employees of Public and Private sector banks of India. They were divided into three levels namely Junior managers, middle managers and senior managers. Various components of the salary were considered mainly basic salary, short term incentive, long term rewards. It was found that in Public sector banks, basic salary plays an important role whereas in Private sector banks, basic salary and incentives - both short term and long term motivate employees at all levels. Nurul Absar Mir Mohammed et al in 2010 conducted a study in Public and Private enterprises of Bangladesh and found that there is a significant difference in the compensation practices followed by Public and Private enterprises, as private sector enterprises are in a significant better position than public as salaries are given to employees according to their skills and performance in private banks. Also, non-financial benefits are emphasized in private sector banks.

Promotion and Transfer policies of both the banks show significant association. Dr. Bhargava Deepti (2010) conducted a research in Public and Private banks and found that there is no significant difference in the transfer policies followed by both the sectors. Also, welfare practices, namely safety, health and suggestion schemes show
significant association in methods adopted. But significant difference was found in the Exit policy adopted by Public and Private banks.

- Thus, it can be concluded that differences are seen in Organizational Commitment of officers in Public and Private banks. Among HRM Practices, Recruitment method, Compensation management and Exit Policy shows no significant association whereas major differences can’t be traced with other HRM Practices. The views of the bank officials regarding appropriateness of HRM Practices were studied and discussed and it was evaluated that officers in Public and Private Banks feel that practices followed by their banks are appropriate and the frequency percentage of the views of officers was found good except in the case of Compensation management. The views of the officers were not satisfactory in both the banks regarding the appropriateness of Compensation management and it can be evaluated that bank officials want some changes in the compensation policies of their banks.

The above results partially proved **H3 hypothesis** as it was assumed that Perceived HRM Practices are likely to differ in selected Public and Private Banks of India. With the help of Chi Square, difference in HRM Practices of Public and Private banks were taken and it was found that there is not much difference in the methods of HRM Practices followed by both the banks. The difference can be seen in Compensation Practices and Exit Policies in both the sectors.

**6.3 RECOMMENDATIONS**

In relation to the study, the purpose of the research is to develop proposals that can help the organization to implement those HRM Practices which can enhance the commitment of officers. To remain Competitive and to meet the challenges of Globalization, Banks need to maintain the commitment of skillful employees and HRM Practices should be planned and implemented in the interest of employees which subsequently increase the commitment of employees. After taken into consideration the results of the research, following recommendations are suggested. These recommendations will lead to development of organizational culture that enhances organizational commitment and designing of better HRM Practices.
1) Continuous commitment should be increased among officers of Private Banks. As it is been noticed from the analysis that in Private Banks, there is lack of Job Security and as a result of it, officers in Private Banks shows less continuous commitment. So, efforts should be made to increase the Continuous Commitment of bank officials by ensuring Job security, Pension accruals, Process of approval of funds should be fast etc. So, banks should focus more on increasing the Continuous Commitment of officers.

2) Campus recruitment is followed by Private Banks but Public Banks are focusing on traditional methods only. In the conditions of fast fulfillment of vacancies at branch level, Public banks may follow the method of Campus recruitment. Power of decentralization of branches in the case of fulfillment of vacancies at lower level posts shall be tried.

3) ‘Need Analyses workshops’ in Training and Development need to be conducted by HR department for those bank officials, whose performance is below expectation, training certainly help to improve the performance. In addition to this, organization should also consider other ways such as task analyses/work analyses, which specify main duties and skill level required from an officer.

4) Regarding Training and Development some Work-Life balance workshops for bank officials should be conducted by HR Department. Officers lead a stressful life due to monotonous job profile and personal problems. So, workshops should be conducted to teach officers how to maintain work-life balance. Measures such as Yoga, Meditation, organizing family parties, recommending officials to avail leaves, LTA’s etc. can be considered. This may help in reducing the stress of the bank officers from daily routine profile.

5) Results indicate that officers in both Public and Private banks are not satisfied with the compensation practices followed in their respective banks. Compensation management should be taken care in both Public and Private banks. The reward should be given to the officers who are performing better than others and such incentives should be kept as a variable factor. Also, provision can be made regarding overall hike in salaries in regard to completion of no. of respective years spend by an officer in bank, according to the rate of inflation etc.
6) Transfer norms should be lenient especially in Private banks, where officers can’t take their transfers from one state to other easily. Approval of higher authorities at different level makes it an unbelievable task. So, transfer policies can be amended according to the requirement of officers. Also transfer policies should be flexible for ladies in both Public and Private sector as this is a basic motivation of attraction for ladies to work in an organization.

7) Recreational facilities like organizing events, games, planting trees, wishing their employees on Birthdays, Anniversaries etc. and Employee Assistance Programmes like counseling with officers on a range of problems including stress, alcohol and drug abuse, marital breakdown, financial and legal problems can be provided to bank officials to help them lead an efficient and stress free life.

8) While taking personal interview from bank officials, it was observed that officers in Private sector are more prone in changing their jobs. Banks must take care of the officers, who are leaving their jobs and exit policy should be designed in such a way that it can easily predict the reason behind leaving the organization.

9) For increasing the percentage of Affective commitment in both the sectors, Performance management cycle can be used. The cycle will involve the steps of Planning, Acting, Monitoring and Reviewing of all the policies designed to implement in the organization.

10) Timely feedback of bank officials should be taken regarding policies and if required their suggestions should be implemented. This will help in motivating them.

11) While conducting survey, it was observed that officers in both Public and Private Banks are overburdened with heavy Work load. They have to work for longer hours and this hampers their health and ultimately reduces their efficiency. Thus, banks can recruit more employees in order to reduce the workload of bank officials.
6.4 LIMITATIONS OF THE STUDY

1) Research was confined to few selected banks and in a specified area and this might not portray the accurate representation of complete Banking sector.

2) Research was confined to only few levels of officers i.e. Level I to Level V in the banks. These levels may not represent the views of all the employees in the Banks. Thus, the generalizability of the results of the study is limited.

3) Study focused only on few HRM Practices which influence Organizational Commitment of officers. There may be other factors also to influence the Commitment level of officers.

4) Time constraint, during the process of research work was a big issue. Other resource like money was also a limiting factor.

5) Respondents were not willing to respond properly and questionnaires were filled in a haphazard manner.

6) Some of the respondents might have given inaccurate information due to lack of time and also due to disinterest.

7) Individuals were not willing to fill out long survey and answer many questions as they were required to fill lots of detail in the questionnaire.

In spite of all the above mentioned limitations, the study has a great significance on the Banking sector as it provides valuable information on HRM Practices in existing HRM Climatic conditions. The study also highlights the appropriateness of HRM Practices and their relationship with Organizational Commitment of officers in Banks. Also, the study has compared the HRM Practices and Commitment level of officers in both Public and Private Sector Banks. Both the sectors can implement the good HRM Practices followed by other and can try to improve the shortcomings of their banks. This will have far reaching implications for banks in terms of specific areas being identified for further development. The industrial organizations can accordingly pay more attention to those aspects of their HR Practices, which have been ignored earlier, but if implemented with complete spirit, can generate a healthier climate.
6.5 Scope for Further Research

While conducting the research work, certain aspects could not be dealt with due limitation of resources like time, money etc. There is a great scope of further research in future while considering various factors and other aspects of the society. Various input factors can be considered and further scope of research can be considered:

1) The present study considered the comparative analysis of Public and Private Banks in which only six banks (SBI, PNB, CBI, ICICI, HDFC, AXIS) were considered. Other Public and Private Banks and also Foreign banks can also be considered for future research.

2) In the present research work, sample area was restricted to Delhi, Haryana and Chandigarh. Further study including the sample area of other states can be taken.

3) Few HRM Practices like Compensation management can be studied individually as a complete research project to get more accurate results.

4) Instead of comparative study, further scope of studying Public and Private sector banks separately with more HRM Practices can be considered.

5) Relationship of HRM Practices with other behavioral variables like Job Satisfaction, Employee Retention and Organizational Citizenship Behavior can be studied.

6) Studies similar in nature and scope to the present one can be carried out in other industrial sectors also.

7) In depth study on Organizational Commitment of top level employees can be studied in banking as well as other sectors.

8) The researcher also felt that a need exists to study the ways in which companies provide motivation through innovative recognition methods.

9) Other modern HRM Practices can also be taken in the study that affects Organizational Commitment of employees.